

Los Gatos Union School District

Strategic Plan

2020-2025

2020-2021 Action Plans





Dear Los Gatos school community,

I'm pleased to share with you our 2020-2025 Strategic Plan. This represents a comprehensive effort to bring all stakeholders together to create a five year vision and direction for LGUSD. This past year, over 1,800 individuals from across our stakeholder base participated in providing feedback into the future vision of LGUSD through online surveys, committees, and 28 strategic planning focus groups that were offered across our educational community.

The vision represents where we want to be as a District in the year 2025. The six major Objectives with corresponding Action Plans represent the literal roadmap to future plans and innovation for our schools.

This plan represents the collective vision of the Los Gatos educational community and includes critical components that were identified and revised based on input from parents, staff, students, the Los Gatos community, and the Board of Trustees.

Our plans reinforce our Mission and Vision while articulating our goals and strategies to continually offer the best education we can provide. I am confident that the best is yet to come in Los Gatos!

I look forward to working with you in implementing our plan throughout this year.

Yours in education,

Paul Johnson
Superintendent

Mission

The Los Gatos Union School District will provide equitable learning opportunities to educate all children to their unique potential by teaching, modeling and supporting skills and attitudes that contribute to their development as globally and socially responsible citizens demonstrating stewardship and "service above self."

Vision

To achieve academic excellence, we believe the LGUSD Student Success Profile will prepare all children to thrive in a diverse and ever-changing world.



Student Success Profile

To enable academic and social success, all LGUSD students will demonstrate growth in these attributes:

Critical Thinking

- Understand the “bigger picture” and propose creative solutions that are mindful of the large impact to the world around them.
- Consistently improve the quality of one’s own thinking by skillfully self-reflecting, analyzing, assessing, and reconstructing meaning.
- Apply disciplined but flexible thinking that is clear, rational, open-minded, and informed by evidence or experience.
- Constructively assess and appropriately challenge the status quo.



Empathy

- Demonstrate awareness, sensitivity, concern and respect to connect with others’ feelings, opinions, experiences, and culture.
- Have the ability to imagine (or vicariously experience) what others are thinking, feeling, or experiencing and offer support when necessary.
- Demonstrate personal, civic, social, local, and global responsibility through ethical and empathetic behaviors.
- Value and embrace diverse cultures and unique perspectives through mutual respect and open dialogue.



Collaboration

- Understand, negotiate and balance diverse views and beliefs to reach workable solutions.
- Manage conflict – turning conflict into a positive outcome.
- Have the ability to disagree while maintaining focus on an end goal.
- Create the environment or the conditions that empower others to grow and succeed.
- Build relationships with others through trust and compassion.
- Have an awareness of different leadership styles.
- Take responsibility for your part of a team project and empower others to do their part.



Communication

- Articulate thoughts and ideas effectively and clearly using oral, written, and non-verbal communication skills in a variety of contexts.
- Actively listen effectively to decipher meaning, including knowledge, values, attitudes, and intentions.
- Elicit diverse perspectives from others.
- Have the ability to use communication for a range of purposes and audiences.
- Understand the goal and intent of communicating while being comfortable, confident, and enthusiastic.

Learner’s Mindset

- Develop positive attitudes and beliefs about learning.
- Be proactive in learning while possessing the desire to learn, unlearn and relearn.
- Embrace curiosity to experience new ideas.
- Develop steadfastness in achieving success despite difficulty, opposition, and/or failure.
- Understand that setbacks and resilience/perseverance are part of the learning process.
- Become energized by new learning and insights, including those different from currently held ideas, beliefs, and values.

Adaptability

- Demonstrate flexibility when acclimating to various roles and situations.
- Work effectively and confidently in a climate of ambiguity and changing priorities.
- Demonstrate agility in thoughts and actions.
- Respond productively to feedback, praise, setbacks, and criticism.
- Understand that failure can be part of success and quickly pivot to keep moving forward.



Points of Pride

Los Gatos Union School District is proud of our students, our staff, and our community.

Our dedicated staff is passionate about the whole child and strives to engage with all children through a balanced education.

- A 15-year relationship with Project Cornerstone and related social-emotional learning curricula
- An award-winning music program and Home and School Club supported theater programs
- Counseling support at each school site
- A partnership with the Los Gatos-Saratoga Recreation Department for sports and enrichment opportunities
- Credentialed Art Teachers and Art Docents bringing integrated art into classrooms across the District

We are proud to consistently demonstrate the highest levels of academic excellence.

- Los Gatos Union School District students earn the highest ratings in both math and English Language Arts
- Literacy and Math Specialists support students at each elementary school site
- Students with special needs are supported with high-quality programs
- A certified International Baccalaureate Primary Years Program
- Responsible, ethical, and purposeful use of technology to promote digital citizenship

LGUSD is a dynamic place to work, with highly sought-after positions. High quality and experienced teachers, administrators, and support staff share decision-making through distributed leadership that values collaboration.

- 100% of our teachers are fully credentialed for the subjects that they teach
- 77% of our teachers have more than 10 years of classroom experience
- LGUSD provides a variety of high-quality professional development opportunities



We cannot speak to our points of pride without acknowledging the students, parents, and community.

- Our students benefit from volunteering adults who enhance learning opportunities in classrooms across the district
- We benefit from a creative and engaged Education Foundation
- Strong Home and School Clubs raise funds to support each school community
- The district demonstrates responsible financial stewardship
- Our well designed, equipped, and maintained facilities reflect the high standards of the community
- LGUSD has highly-regarded schools that sustain the value and fabric of the community



OBJECTIVE #1 - Student Wellness

All students will learn in an environment that prioritizes the importance of social emotional development.

- A) Embed the LGUSD Student Success Profile (SSP) into the culture of the school district/community and successfully implement.

Indicator of Success:

- Students will demonstrate growth toward proficiency of the attributes found in the LGUSD Student Success Profile (SSP) as reflected on multiple measures. (i.e. rubrics, portfolios, exhibitions, etc.)

- B) Consistently utilize a Social Emotional Learning (SEL) program in all grades which is vetted through K-8 CIA.

Indicator of Success:

- The LGUSD climate survey will indicate “depth of SEL” growth in addition to site grade level team and administrator feedback.

- C) Strengthen mental health support for LGUSD students.

Indicator of Success:

- The ratio of counselor to students will make progress towards the ratio recommended by the national School Counselor Standards. (ASCA)



- D) The LGUSD Homework Policy will be re-evaluated and updated to provide the most effective support and relevancy to students.

Indicator of Success:

- A research process will be conducted that will yield a new board policy that will be presented to the community. This issue will be examined in articulation meetings between LGUSD and LGHS.

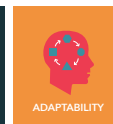
#	Action Plan (2020-2021)	Assigned To:	Starting Date	Due Date
A.1	Team will develop a K-8 scope and sequence measurement tool. (Empathy)	Director of CIA, Director of Student Services, Principals	Aug 2020	Nov 2020
A.2	Teams/GL/Dept/Courses "gap analysis" identify/adapt strategies to meet scope and sequence.	Director of CIA, Director of Student Services, Principals	Dec 2020	June 2021
A.3	Begin to implement and scaffold strategies.	Principals	Aug 2021	
B.1	Implement Social Emotional Learning (SEL) Professional Development Opportunities.	Director of CIA, Director of Student Services	Aug 2020	
B.2	Identify Fisher plan/program for classroom embedded SEL.	Fisher and District Administration	Ongoing	Jan 2021
B.3	Spring 5/6 articulation (2020-21 PD Plan-ELA focus)	Director of CIA, Principals	Mar 2021	Mar 2021
C.1	Given data, identify positive change and root causes to inform research of other "programs" and SEL connections.	Director of Student Services, Principals	Aug 2020	June 2021
C.2	Develop/reinforce recommendations for a comprehensive middle school/ elementary referral process inclusive of training for staff for 21-22 school year.	Fisher Administration, Counselors, Director of Student Services, Elementary Principals	Fall 2020	May 2021

#	Action Plan (2020-2021)	Assigned To:	Starting Date	Due Date
D.1	Develop a Homework Purpose Statement.	Director of CIA, Director of Student Services, Principals, CIA Task Force	Sept 2020	Jan 2021
D.2	Research our own and other homework policies and challenges/factors.	Director of CIA, Director of Student Services, Principals, CIA Task Force	Oct 2020	Dec 2020
D.3	Draft/gather feedback on a policy, including high school feedback.	Director of CIA, Director of Student Services, Principals, CIA Task Force	Jan 2021	March 2021
D.4	Present policy to the Board of Trustees.	Director of CIA, Director of Student Services, Principals, CIA Task Force		May 2021
Mission	Establish an Equity Action Team, comprised of parent and staff representatives to advise LGUSD on action steps for inclusivity across the district.	Superintendent, District administrative team, principals, staff, parents, students	July 2020	June 2021
Mission	Through the use of an expert facilitator, implement ongoing staff training and community dialogue.	Superintendent, District administrative team, principals, staff, parents	Oct 2020	June 2021



OBJECTIVE #2 - STEAM & Social Innovation

Provide a learning environment that emphasizes design thinking/ inquiry-based learning, where students have the ability to creatively design projects in STEAM laboratory settings and classrooms.



- A) An articulated K-8 Design Thinking for STEAM curriculum will be implemented with teacher support and resources at all schools.

Indicator of Success:

- A cohesive K-8 curriculum will be adopted and implemented. Exhibition Fairs/ Festivals will highlight student design achievements.

- B) Design Thinking for Social Innovation.
Utilize design thinking strategies into curriculum design in all subject areas.
Provide teacher support and training in these strategies.

Indicator of Success:

- Monitor success using the Student Success Profile (SSP) assessments. Exhibition Fairs/ Festivals will highlight student design achievements.



#	Action Plan (2021-2022)	Assigned To:	Starting Date	Due Date
A.1	Research STEAM practices.	Asst. Supt. Ed. Services, Director of CIA	Aug 2021	May 2022
A.2	Identify connection between STEAM lab and classroom.	Asst. Supt. Ed. Services, Director of CIA	Aug 2021	May 2022
B.1	Develop awareness of <i>Design Thinking</i> . (PD, survey, etc.)	Asst. Supt. Ed. Services, Director of CIA	K-8 Aug or Oct PD Day 2021	
B.2	Connect to collaboration Student Success Profile.	Asst. Supt. Ed. Services, Director of CIA	Aug 2021	May 2022



OBJECTIVE #3 Community & Global Citizenship

Students will participate in learning opportunities that foster “Service Above Self” (Community Service) and Global Mindedness/Citizenship.

- A) Students will engage in “Service Above Self” Service Learning opportunities at all LGUSD schools to better the Los Gatos and global community.

Indicators of Success:

- A clearly articulated scope & sequence of community service in K-8 will be adopted and projects will improve community life in Los Gatos and positively impact the world we live in. Leverage community partnerships.

- B) Student learning opportunities will foster international mindedness such as perspective taking, empathy building, valuing inclusivity and diversity, investigating the world, communicating effectively, and taking action.

Indicator of Success:

- Adopt and infuse “Educating for Global Competency” (California Department of Education) as a global studies framework that serves as a guide for future site and district global studies efforts. Student community service projects will reflect this objective.



- C) Explore and implement the addition of World Language instruction in grades K-5. Strengthen Middle School world language offerings.

Indicator of Success:

- A World Language Exploratory Committee will create a methodical, well-articulated implementation plan to include goals (fluency vs. exposure), effectiveness measures, and language(s) selection rationale. The beginning phases of the plan will be implemented.

- D) Cultivate a “Culture of Giving” among LGUSD families, teachers, and staff in volunteerism and support for the Los Gatos Education Foundation (LGEF) and the Home & School Clubs (H&SC).

Indicator of Success:

- The percentage of families supporting the LGEF and H&SC will make progress towards the average of comparable school districts.

- E) Offer more cross-school site collaboration among students to develop their sense of community.

Indicator of Success:

- Joint school site collaboration and learning opportunities will increase year to year.



#	Action Plan (2020-2021)	Assigned To:	Starting Date	Due Date
A.1	Recruit and assemble a planning team to identify existing partnerships with each school site and expand community and global service projects. (Explore additional partnerships with Kiwanis, Lions)	Superintendent and Los Gatos Rotary Club	Aug 2020	May 2021
	Implement two school pilot projects from the “Service Above Self” Rotary service projects. (Elementary and Middle School)	Superintendent, Principals	Aug 2020	May 2021
A.2	Establish a district partnership with Santo Thomas School District in Guatemala. Coordinate with Rotary Club on Guatemala community service project.	Superintendent, Director of Technology, Director of Maintenance & Operations		June 2021
B.1	Planned implementation for 2021-2022			
C.1	Planned implementation for 2022-2023			
D.1	Coordinate with LGEF and HSC to collectively plan and launch a One Community Campaign for both the 2020-2021 and 2021-2022 school years.	ALL support Superintendent: <ul style="list-style-type: none"> • Superintendent • LGEF • CBO • H&SC's • Administration • Staff reps • Community 	Aug 2020	May 2021
E.1	Cross-school site coordination and collaboration for staff meetings/ brainstorming/planning and events)	Principals	Aug 2020	May 2021

OBJECTIVE #4 Academic Excellence/Curriculum & Instruction



All students will learn in an environment that promotes student engagement and prepares students to be successful.

- A) LGUSD educators will differentiate instruction to ensure that ALL students make progress towards the mastery of the California Common Core Standards.
- Indicator of Success:
- Instructional practices will be research based and data informed. Staff will provide an analysis of progress towards meeting the standards for ALL student groups.
- B) Every student will have an opportunity to experience high quality Project-Based Learning (PBL).
- Indicator of Success:
- LGUSD will become a PBL trained school district. Projects will be spotlighted in showcase/exhibition format utilizing a variety of approaches (i.e. Individual/Team, Genius Hour, Passion Projects).
- C) The K-8 math curriculum will be re-evaluated and a clear communication plan for parents will be developed.
- Indicator of Success:
- Clear articulated K-12 communication points will be shared out widely to staff and parents.



- D) Enhanced electives supporting the LGUSD Strategic Plan will be explored and implemented.
- Indicators of Success:
- The Fisher Middle School master schedule will be analyzed, adapted, and increased elective courses offered.
 - Community partnerships will be strengthened and expanded, specifically with LGS Recreation for grades K-5.
- E) Visual arts will be strengthened and expanded in the elementary grades.
- Indicator of Success:
- Elementary students will have increased opportunities for creation of art in a “studio- based” art program with credentialed art teachers.
- F) Strengthen training and support for elementary physical education.
- Indicator of Success:
- Each site will have common resources, materials, and quality credentialed instruction to support a more robust PE program.

#	Action Plan (2020-2021)	Assigned To:	Starting Date	Due Date
A.1	Focus on quality first instruction and supports for students using Kid-by-Kid and Flex.	Grade level teams, department teams, Literacy/Math Specialists, Principals, Director of CIA	In Progress	Ongoing Check-ins
B.1	Recruit and assemble a planning team for Project-Based Learning (PBL) based on interest and prior experience.	Director of CIA and CIA Task Force	April 2021	June 2021
C.1	Facilitate articulation meeting between Fisher and Los Gatos High School to evaluate Math Pathways.	Fisher administration, Math department chair, Director of CIA and Math teachers	Sept 2020	March 2021
C.2	Review current communication plan and modify as needed. (5th – 8th grade)	Fisher administration, Math department chair, Director of CIA and Math teachers	Sept 2020	March 2021
D.1	Fisher master schedule will be analyzed to explore increased elective offerings.	Fisher administration and Fisher Electives Committee (already exists)	In progress	Nov 2020
D.2	Meet with Los Gatos Recreation to expand and strengthen enrichment opportunities for K-5 and homework support for Fisher students.	Director of CIA, elementary administration and LGS Rec Executive Director	Fall 2020	Spring 2021
E.1	Hire 1 full-time Art Teacher.	Human Resources, elementary administration and Art Teacher	March 2021	June 2021
F.1	2021-2022 (coming soon... create elementary PE planning committee)	TBD	TBD	TBD



OBJECTIVE #5 Staff Professional Growth & Support



Continue to attract and retain “top-tier” teachers and develop excellent staff in a supportive and quality work environment.

- A) Target staff “total compensation” in the top decile of comparable districts.

Indicator of Success:

- Provide an annual District Compensation Comparables report and a plan for bridging possible gaps and making progress in moving towards the top decile.

- B) Cultivate a “Culture of Opportunity” for the teaching staff to research and try new innovative practices.

Indicator of Success:

- New opportunities will be measured by the successful administration of Innovation Opportunity Grants and provide teachers with the flexibility and support to pilot new practices.

- C) Strengthen collaboration by uniting grades K-5 with grades 6-8. Strengthen articulation with Los Gatos High School.

Indicator of Success:

- Success will be measured by a significant increase in articulation opportunities between K- 5 and 6-8, in addition to LGHS. As a result, jointly articulated communication (in areas of mutual interest) will be shared with parents. Progress will be communicated out to all stakeholders.

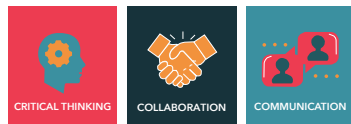


- D) Foster a positive District culture of mutual staff appreciation, recognition, inclusivity, diversity, fun, and joy.

Indicator of Success:

Implement additional ways of recognizing the contributions and achievements of LGUSD staff.

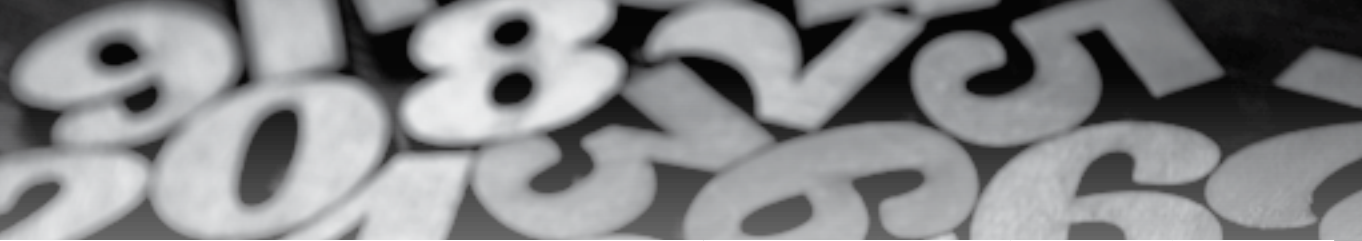
#	Action Plan (2020-2021)	Assigned To:	Starting Date	Due Date
A.1	Compile a list of comparable districts and compare to top decile of total compensation. Create tool of top 25 comparable districts. Review annually to highlight areas of improvement.	Human Resources/ Business Services	Spring 2020	Dec 2020
A.2	Through negotiations, make progress toward top decile.	Human Resources/ Business Services	Fall 2020	Spring 2021
B.1	Create "Culture of Opportunity" grant program including the definition of desired outcomes and logistics of applying and granting protocols. Grants to be connected to district strategic plan and professional development plan.	Admin Team	June 2020	Aug 2020
B.2	Through administrative leadership team, collectively develop a communication plan tied to professional development.	Administration/ Leadership	June 2020	Aug 2020
C.1	Develop a comprehensive plan/calendar to strengthen collaboration between elementary school and middle school.	District Office Admin Team	Fall 2020	Apr 2021
C.2	Coordinate calendar/release time/collaboration (substitutes) to allow for vertical alignment.	District Office Admin Team	Spring 2021	Fall 2022
D.1	Create a district wide committee that is focused on inclusivity and developing a culture of appreciation, fun and joy.	Human Resources / Principals	Fall 2020	Spring 2021



OBJECTIVE #6 Sustainable Finance & Infrastructure

Sustainably manage the financial infrastructure and ongoing prioritization of district resources to accomplish the mission, vision, and strategic plan of the District.

- A) The Financial Advisory Committee (FAC) will determine and recommend a sustainable shared solutions funding model that will allow LGUSD to meet its strategic goals, furthering its educational excellence.
Indicator of Success:
 The Los Gatos Community will support a shared financial solution including a sustainable parcel tax that maintains educational excellence and parent donations which support and expand enrichment and innovation programs.
- B) A Facilities Master Plan will determine and put in place a plan for the refurbishment of fields, implementation of sustainable solar, strengthening of school site safety plans, improving technology infrastructure, adapting the learning environment to meet the strategic objectives, and the update of HVAC building systems.
Indicator of Success:
 A new Facilities Master Plan will plot out improvements and the Financial Advisory Committee (FAC) will recommend potential funding sources, including best use of existing resources.
- C) Re-evaluate and strengthen school site safety protocols and emergency procedures.
Indicator of Success:
 A safety plan will be manifested in new school site safety measures and regular safety drills at both the school and district level.



#	Action Plan (2021-2022)	Assigned To:	Starting Date	Due Date
A.1	Long Term Planning Committee will integrate model to support the strategic plan and further educational excellence.	FAC Long Term Planning Committee	Jan 2020	Fall 2020
A.2	Use model to communicate and educate all stakeholders on shared solution to further educational excellence.	Admin Team, LGEF, HSC	Aug 2020	Oct 2020 / May 2021
A.3	Mobilize & educate the Los Gatos education community to pass an appropriate parcel tax.		March 2021	Nov 2021
B.1	Develop and complete Master Facilities Plan, including solar, to support strategic initiatives.	Facilities Committee	Spring 2020	Summer 2021
B.2	Ensure plan has budget, schedule and prioritized list of projects.	CBO, Facilities Committee	Spring 2020	Summer 2021
B.3	Ensure plan has been communicated and that stakeholders have vetted and bought in.		Spring 2020	Summer 2021
C.1	Develop district wide safety committee and complete a comprehensive safety needs assessment.	Finance/Facilities	Oct 2020	June 2021
C.2	Review current safety plan and make recommendations for best practices for implementation and communication.	CBO, Director of M&O	Fall 2020	Summer 2021-2022



Footnotes:

- *LGUSD acknowledges that one of its schools, Lexington Elementary School, is a certified International Baccalaureate (IB) school. As such, components of the IB program such as the Learner Profile, Program of Inquiry, and Global Studies, complement and integrate within the established LGUSD strategic plan areas of Student Success Profile and Project-Based Learning. (PBL)*
- *Although technology is not identified as an individual objective and strategy within the strategic plan, technology instruction and infrastructure support is viewed as critical to any successful implementation of any objective in the plan. Technology is not a “means to an end”, but a critical component of every objective’s successful implementation.*